

National Imagery and Mapping Agency

# Business Plan

1997



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## Strategic Direction



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## NIMA Mission

Provide timely, relevant and accurate imagery, imagery intelligence, and geospatial information in support of national security objectives.

## Vision

NIMA guarantees the information edge—ready access to the world's imagery, imagery intelligence, and geospatial information.

## Strategic Goals

Provide customers with seamless access to tailorable imagery, imagery intelligence, and geospatial information—not products

Make imagery, imagery intelligence, and geospatial information available on short timelines at the lowest possible classification level

Obtain and use the best available information—whether commercial, government, or other sources

Use private sector services and best available technology to improve services to customers

## Core Values

### *We are committed to:*

Our customers!

People who demonstrate pride, initiative, commitment to our vision and mission, personal integrity, and professionalism

A Culture that promotes trust, diversity, personal and professional growth, mutual respect, and open communications

An Environment that rewards teamwork, partnerships, risk-taking, creativity, leadership, expertise, and adaptability

A Tradition of excellence and personal accountability in all we do

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BUSINESS PLAN IS:

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## Message from the Director

I want to engage you in an important partnership to achieve our vision—to guarantee the information edge. This is important as we support the tenets of our National Security Strategy and Joint Vision 2010. The NIMA Business Plan will unify our approach for improving responsiveness to NIMA customers and establishing an efficient and effective United States Imagery and Geospatial Information System.

Our business strategy rapidly leverages emerging commercial technology to significantly reduce our operations and maintenance costs and implementation timelines. We must aggressively look for leap-ahead solutions in anticipation of changing customer expectations.

Our next step is to develop implementing guidance including top-level, customer-oriented strategic outcomes. We will form teams to focus NIMA actions around the businesses outlined in this plan. We will measure our progress and make necessary course corrections to stay on target and achieve our vision.



J. J. DANTONE, Jr.  
Rear Admiral, U.S. Navy

# NIMA Overview

The **United States Imagery & Geospatial Information System** comprises the cooperating commands, services, agencies and departments and their systems, involved in the acquisition and production of imagery, imagery intelligence, and geospatial information. The USIGS has a common information management framework that enables its members and consumers to share data, services, and resources.

**N**IMA was established as a DoD agency on 1 October 1996. NIMA is a combat support agency and an intelligence agency chartered by Congress under DoD Directive 5105.60. NIMA has important customers in the national, defense, and civil communities. The Agency derives its authority from the Secretary of Defense and the Director of Central Intelligence.

**NIMA consolidates activities from eight different organizations.** All functions from the Central Imagery Office, the Defense Mapping Agency, the Defense Dissemination Program Office, the Defense Intelligence Agency's Office of Imagery Analysis, and the Central Intelligence Agency's National Photographic Interpretation Center were combined under NIMA. Exploitation and dissemination functions of the CIA, National Reconnaissance Office, and the Defense Airborne Reconnaissance Office were also incorporated.

**The Director of NIMA has two roles.** The Director of NIMA manages the Agency as an information and service provider. The Director also provides leadership of the United States Imagery & Geospatial information System (USIGS) Community, including policy direction, architecture definition, strategy development, program and budget guidance, and performance evaluation. The Director of NIMA relies on NIMA's core businesses, customer service and infrastructure to support his leadership role.

**NIMA provides imagery, imagery intelligence, and geospatial information and services to its customers.** In addition to acquiring, producing, and delivering information, NIMA coordinates imagery collection, processing, exploitation, and dissemination requirements among the DoD, Intelligence Community, National Security Council, and other federal government agencies and departments. As commercial capabilities for imagery collection and geospatial product generation expand, NIMA will serve as the clearinghouse for the acquisition of these products.

**NIMA supports the Director in his role as leader of the USIGS Community.** NIMA works with the USIGS Community to define a common set of policies, an architecture, and training programs to unify and enhance organizational performance. NIMA and the USIGS Community will work together to create a series of strategic, investment, and functional plans to help achieve the imperatives of the President's National Security Strategy and Chairman of the Joint Chief of Staff's Joint Vision 2010—full-spectrum dominance through information superiority.

**N**IMA's customer base is increasing and diversifying. More users within the traditional customer base of national and defense organizations are relying on NIMA's information. In the DoD, imagery and geospatial information is more critical for training, planning, operations, and weapons systems development. National agencies also are making more frequent and sophisticated use of NIMA's information to help with such intelligence problems as counternarcotics and non-proliferation as well as with civil issues such as disaster relief and agricultural analysis.

## Current Situation

**Customer needs for information and tools are changing.** Accurate information and speed from collection to decision have become the measure of success. Although hardcopy is still an important medium, customers are rapidly moving into the digital arena. Customers need to access digital imagery and geospatial information—using fast, affordable, interoperable tools to locally integrate the information for planning, operations, and mission assessment.

**Technology is changing ways of doing business.** Commercial technology allows users to rapidly integrate powerful communications and computer applications into mission capabilities. Government is moving away from slow, specification-based, risk-avoidance acquisition processes to fast, capabilities-based, risk-management approaches. Classified and unclassified world wide web applications are being successfully integrated with systems. Responsive digital access, production, and replication are replacing slower, centralized hardcopy production and delivery.

**Competition provides commercial alternatives to customers.** Customers are no longer restricted to highly classified government reconnaissance, intelligence, and surveillance systems. Commercial providers are beginning to offer additional sources of imagery and geospatial information services. Users are beginning to browse, access, receive, process, and fuse information from government, commercial, and academia. However, a single clearinghouse acquisition, and brokering service has not yet emerged to help customers sort through the options to pick the best to meet their needs.

**Today's resource realities are driving new strategies.** Defense and intelligence missions demand more timely and flexible solutions. The imagery and mapping community needs to meet this demand with fewer dollars and fewer people. While the community has demonstrated past successes in production management and resource sharing, significant gaps and imbalances remain.

## Business Strategy

**C**ontinue to provide strong customer support. Let this commitment drive all activities.

**Evolve NIMA's production focus.** Identify and outsource products and services available from others that meet customer needs. Focus NIMA's production efforts only in areas best served by its own capabilities.

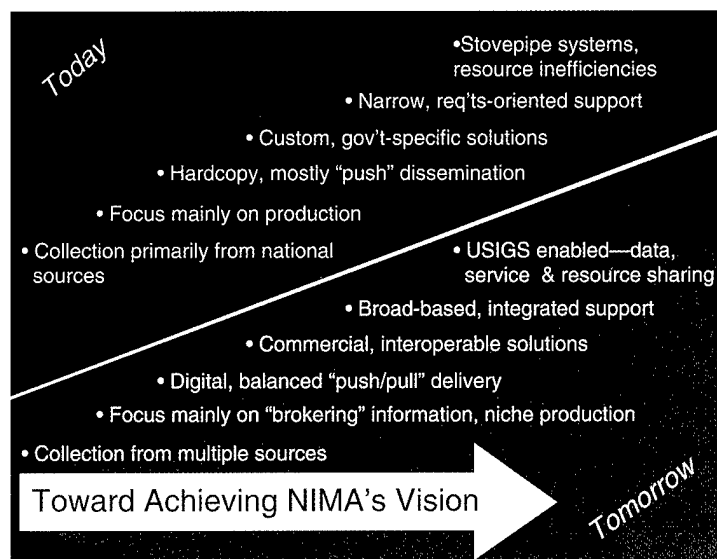
**Create the NIMA Information Service.** Establish an easily accessible database with the information and applications that customers want. Permit customers to create personal profiles, search files, retrieve data, and enter their own information.

**Transition from custom systems to flexible commercial solutions.** Use innovative and open systems technology in the marketplace to reduce operations and maintenance costs and provide the best solutions to problems. Develop custom systems only when commercial solutions are inadequate.

**Define and lead the USIGS Community.** Use NIMA's authorities to guide community activities. Define operational, technical, and systems views of the USIGS architecture to permit other organizations to share data, services, and resources.

**Establish partnerships in all aspects of NIMA's businesses.** Use partnerships with other US and foreign governmental organizations, commercial organizations, and academia to leverage strengths and share resources and workload.

**Develop policies to facilitate NIMA and USIGS activities.** Ensure that policies support NIMA's goals to provide information at the lowest possible classification levels, establish partnerships, and purchase commercial products and services.



In its role as a provider, NIMA delivers information products and services to its customers through four core businesses. Supporting activities reside in an end-to-end customer service function and the NIMA infrastructure.

The **Information Production** business generates imagery intelligence and geospatial information in response to customer needs. Imagery and other source data required by customers, as well as for production, is obtained through the **Information & Services Acquisition** business. The **Information Access & Delivery** business enables customers to receive information as needed, whether produced by NIMA or acquired from others. In addition, NIMA provides customers with related hardware and software solutions through the **Information Applications & Systems** business.

Each core business provides unique products and services to NIMA customers.

The **Information Production** business generates imagery intelligence and geospatial information in digital and hardcopy formats. It also processes and packages source imagery. Information Production populates NIMA databases with digital products and information for the Information Access and Delivery business.

The **Imagery Intelligence Production** service provides imagery analysis and intelligence reporting services.

The **Geospatial Information Production** service provides topographic, hydrographic, aeronautical, and other types of geospatial information, including foundation data for the Geospatial Information Framework.

The **Tailored Imagery Production** service prepares customized imagery products and information.

**Collaboration** services allow certified coproducers and other community specialists to work in coordination with NIMA production.

**Expert Consulting** services make NIMA's imagery analysts, geographers, cartographers, and other specialists available to customers.

The **Information & Services Acquisition** business obtains information and services for both internal and external use, acquiring them from all available sources—government, commercial, or academic.

The **Imagery Requirements Brokering** service receives and prioritizes customer requirements for new

## Information Products & Services

### Core Businesses

- Information & Services Acquisition
- Information Production
- Information Access & Delivery
- Information Applications & Systems

## Information Products & Services, (cont'd)

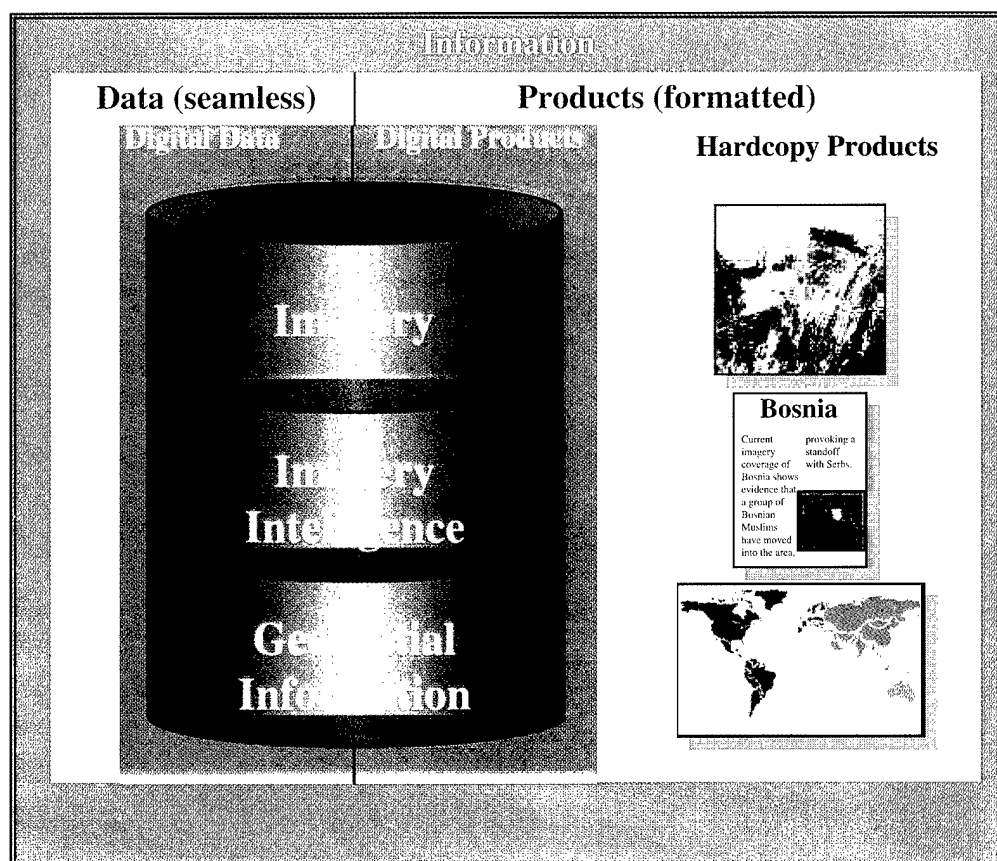
imagery collection and makes them available to National, theater, tactical, civil, and commercial organizations for collection.

The **Imagery Acquisition** service centralizes the purchase of existing imagery products from US and foreign commercial and government organizations.

The **Other Source Acquisition and Brokering** service obtains source materials required by the Information Production business, as well as those needed by NIMA customers.

The **Information Access & Delivery** business operates the *NIMA Information Service*. Catalogs of digital and hardcopy products are available online. Digital products are globally accessible and are delivered based on customer profiles or on-demand. Seamless digital data that is spatially referenced is accessible through a Geographic Information Service (GIS)-like interface.

**Network Access** services are provided through NIMA's communications partners to ensure access to the *NIMA Information Service*.



## Information Products & Services, (cont'd)

**Profiling** services allow customers to define their interests for direct dissemination of information.

**Product Discovery** services allow existing digital and hardcopy products to be located by browsing through directories or searching online catalogs.

**Product Delivery** services support direct *dissemination* ("push"), product *retrieval* ("pull") as well as *broadcasts* of current products by subject.

**Spatially Referenced Information Access** services allow GIS-like access to NIMA's seamless databases of global coverages consisting of spatially controlled imagery, terrain data, and feature data.

The **Imagery Intelligence Broadcast** service provides the results of imagery analysis in audio and video broadcasts.

**Information Ingest** services allow authorized customers to update NIMA databases.

The **Information Applications & Systems** business develops and deploys tools—software applications and integrated computer and networks system solutions.

NIMA's information applications are available online through the *NIMA Information Service*. They provide the range of functionality required to deal with imagery, imagery intelligence, and geospatial information.

**Discovery & Retrieval** applications provide access to the *NIMA Information Service*.

**Viewing & Enhancement** applications provide the capabilities to open, view, enhance, and manipulate imagery, imagery intelligence, and geospatial products and information.

**Exploitation & Analysis** applications provide capabilities to analyze, exploit, and extract information from imagery and geospatial products and information.

**Integration and Fusion** applications provide capabilities to combine, integrate, layer, and fuse multiple types of information.

In addition to applications software, NIMA provides integrated information systems that support order entry and tracking, information production and production management, storage

## Information Products & Services, (cont'd)

and retrieval, delivery, information reproduction and replication, customer service, and infrastructure services.

**Customer Service** provides end-to-end support of all NIMA products and services, including needs for new information and services. The following services are among those provided:

- Online, CD-ROM, and hardcopy user guides
- Customer feedback mechanisms
- Problem resolution and tracking
- Training courseware, guides, and classes
- Referral to NIMA experts
- Special interest groups
- Online frequently asked questions (and answers)
- Customer HELP system.

The **NIMA Infrastructure** provides essential planning, human resources, security, logistics, facilities, finance, and other services necessary for all businesses.

**C**ommunicate the **Business Plan**. NIMA's leadership will explain the plan both within and outside the organization and seek feedback from employees, customers, and leaders in government, industry, and academia. Their views on how they can participate in implementing NIMA businesses and strategies are welcome.

**Develop Business Implementation Plans.** Teams will plan what NIMA must do to provide specific types of information products and services. Each team will develop specific strategies and implementation plans to address issues, near-term decisions, resources, key milestones, actions, and metrics to meet corporate goals.

**Implement the plans and measure performance against individual business success criteria.** The challenge is to move forward and achieve results that matter to customers. Each business must evaluate its performance against NIMA's strategic outcomes. Regular performance reports and reviews will provide NIMA's leadership with the information to keep customers and suppliers informed on progress toward achieving major milestones.

Next  
Steps...